CONCORDIA UNIVERSITY CAFC-88-02M
COMMERCE AND ADMINISTRATION FACULTY COUNCIL
MINUTES OF MEETING
FRIDAY, FEBRUARY 19, 1988

Present: S. H. Appelbaum (Chair)
D. Acland (Acco.), D. Ajmo (CASA), K. Argheyd (Mana.), M. Armstrong (Econ.), C. Brown (Liaison), R. Curnew (Acco.), I. Devine (Assoc. Dean), J. Doukas (Fina.), A. Farhoomand (DS&MIS), C. Foster (Reg.), D. Gandhi (Fina.), Z. Gidengil (Mktg.), C. Hamam (CASA), S. Hoffman (Lib.), P. Howard (CASA), R. Jacob (Link), M. Kaufmann (CASA), J. Kelly (Mana.), M. Kusy (DS&MIS), G. Martin (Comp.Sci.), K. L. McGown (Mktg.), S. Ng (CASA), R. J. Oppenheimer (Mana.), D. Otchere (Econ.), C. Potter (Fina.), A. Rahman (Fina.), C. A. Ross (Assoc. Dean), P. Sevigny (Fina.), R. O. Wills (Assoc. Dean)

Absent with apology: V. V. Baba, M. Laroche, R. A. Long

I Call to Order
The meeting was called to order at 09:35.

II Closed Meeting
There were no items on the agenda for a closed meeting.

III Open Meeting

IV Approval of the Agenda (CAFC-88-02A)

IT WAS MOVED BY C. HAMAM AND SECONDED BY M. ARMSTRONG THAT THE AGENDA, CAFC-88-02A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

V Approval of minutes of previous meeting (CAFC-88-01M)

IT WAS MOVED BY K. ARGHEYD AND SECONDED BY C. A. ROSS THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD JANUARY 22, 1988, CAFC-88-01M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

VI Chair's Remarks and Question Period
The Chair announced the following Faculty of Commerce and Administration appointments effective June 1, 1988: C. A. Ross will serve as Acting Dean while the Dean is on sabbatical for six months; I. Devine, Associate Dean, Administrative Affairs, for a three year period; A. Rahman, Associate Dean, Academic and Student Affairs, Loyola Campus, for a three year period; R. O. Wills, Associate Dean, Academic and Student Affairs, for a three year period; M. Kusy, Associate Dean, Graduate Studies and Research, for a three year period, replacing C. A. Ross; A. Hochstein, Academic Director, MBA Program, for a three year period replacing T. J. Tomberlin; W. Taylor, Acting Academic Director, Executive MBA Program, replacing

D. Doreen while on a one year sabbatical leave; L. Boyle, Acting Director, Centre for Transportation Management, replacing L. McGown while on a one year sabbatical leave; A. Farhoomand, Director, Faculty Information Systems, for a two year period, replacing P. Wade; G. Johns, Coordinator, Visiting Speakers, for a one year period, replacing B. Prince, J. J. Segovia, Coordinator, Working Paper Series and Academic Activities, for a one year period, replacing A. Hochstein. In addition, he announced that Ms. M. Romaniak had been appointed Acting Administrative Director of the Graduate Diploma in Accountancy, for the period January 1, 1988-December 31, 1989, replacing R. A. Long.

The Chair thanked all the incumbents for their years of excellent service to the Faculty, in particular, C. A. Ross, who had performed so capably in such varied duties and for agreeing to undertake the leadership of the Faculty for a six month period, and P. Wade for his efforts on behalf of the Faculty. The Council members extended a vote of thanks to Professors Ross and Wade.

The Chair advised that he would meet with representatives at Pace University next week to explore the possibility of a relationship similar to the Pace and HEC linkage. He explained that the linkage, the Joint Canada U.S. Business Institute, appeared to be a positive experience for HEC in terms of co-sponsorship of annual New York-Quebec business forums and major business conferences which attracted large numbers of business and government representatives. In conclusion, he advised that he would forward further information about the Pace/Concordia to the Faculty when the negotiations have been completed.

Professor Kelly inquired about the approval of the minutes of the last Faculty Council meeting as he had wanted to make amendments to the minutes. The Chair advised that the minutes had already been moved, seconded and approved by Council earlier in the meeting in accordance with the agenda. He noted that it was the responsibility of Council members to bring issues to the floor at the appropriate time in the Council meeting and advised Professor Kelly that it was too late to amend the minutes of the previous meeting. Professor Kelly called a point of order stating that, in his opinion, the approval of the minutes had gone too quickly and that it was arbitrary to conduct the meeting in this way. The Chair replied that he did not want to stand on procedures but he also did not want to spend thirty minutes of each meeting dealing with the minutes and procedural issues. He noted that the Chair decides whether or not to bring a point of order to a vote and that a challenge to the Chair represented an appeal. He stated that the point of order, in this case, was out of order in that Council members had been given the opportunity to make amendments to the minutes earlier in the meeting.

M. Kaufmann noted that the Commerce students would like to have an accounting of what portion of the academic materials fees paid by

Commerce students was in fact being allotted to the Commerce and Administration Faculty. She added that the students' perception was that they were receiving minimal return for their contributions. I. Devine explained that the Faculty had been allotted a sum based on expenditures for academic materials two years ago which in turn was distributed proportionately to the five departments based on past expenditures. The Chair added that he had no accounting of the sum contributed by Commerce students versus the sum subsequently allotted to the Faculty. He estimated that this year the Faculty would spend approximately $60,000 - $65,000 on academic materials but pointed out that the amount of reimbursement to the Faculty was ultimately determined by the three Vice-Rectors. C. Haman asked if it would be appropriate to request a report from the Vice-Rector's Office. The Chair confirmed that it would be.

J. Kelly noted a departure from previous procedures in the recent Faculty administrative appointments in that a number of the positions had been filled by non-tenured faculty members. He explained that non-tenured faculty were under evaluation and therefore were expected to devote their time to teaching and research which are the main criteria for tenure consideration. He also noted that the appointments reflected an element of "musical chairs" which could create the sense of a "lame duck" administration at a time when a number of faculty members were looking for new actors and new policies. The Chair replied that the collective agreement provided evaluation on the basis of teaching, research and administration and pointed out that administrative work did not preclude research. He further pointed out that continuity was a significant factor in a healthy administration and noted that the various administrative posts provided different levels of novelty and complexity. With regard to direction and new policies, he pointed out that in addition to the recent evaluation procedures, the direction of the Faculty had been clearly articulated during the April 1987 Annual Address to Faculty and again in the July 1987 Commerce Quarterly. The Chair recommended that Professor Kelly meet with him to discuss specific problems he had with the administrative appointment.

In response to M. Kaufmann's question about information on a General Motors marketing project for students, the Chair advised that the Office of the Dean had not received any information and suggested that she prevail on Dr. Gidengil to assist in making the appropriate contacts.

VII Business Arising from Previous Meeting (CAFC-88-01M)

1. Motion concerning procedures for Faculty Council Audio Tapes (CAFC-88-02A-01)

   The Chair remarked that taping proceedings had been discussed at a recent meeting with the Secretary General and the Academic Deans. He advised that all Council meetings were taped and the tapes were maintained for a period of one year or more.

The following resolution was moved by J. Doukas and seconded by M. Kusy:

BE IT RESOLVED THAT THE AUDIO TAPES BE MAINTAINED BY THE OFFICE OF THE DEAN FOR A ONE YEAR PERIOD AFTER APPROVAL OF THE MINUTES.

IT WAS MOVED BY J. KELLY AND SECONDED BY C. POTTER THAT THE MOTION BE AMENDED TO FOLLOW THE SENATE PROCEDURES WHEREBY THE TAPES ARE USED EXCLUSIVELY BY THE SECRETARY OF SENATE, UNLESS ACCESS IS FORMALLY GRANTED TO AN INTERESTED INDIVIDUAL BY SENATE, ERASED SHORTLY AFTER THE APPROVAL OF THE MINUTES BY SENATE AND SIGNED BY THE CHAIR AND SECRETARY OF SENATE.

J. Kelly added that once the minutes were approved and signed by the Chair and the Secretary, they constituted the official public record thus the use/maintenance of the tapes for subsequent contentions concerning the approved minutes would be invalid.

A lengthy discussion followed concerning the access to the tapes. Professor Oppenheimer indicated that all faculty members should have access to the tapes both prior to the minutes being written and after. Some concern was noted that the accessibility of the tapes before the minutes were written up would hinder the work of the Steering Committee.

THE MOTION TO AMEND THE MAIN MOTION WAS DEFEATED (1 in favor, 24 opposed, 3 abstentions).

IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY D. ACLAND THAT THE MOTION BE AMENDED TO INCLUDE A PROVISION THAT IN COORDINATION WITH THE FACULTY COUNCIL STEERING COMMITTEE ALL FACULTY MEMBERS WILL HAVE ACCESS TO THE TAPES.

J. Kelly stressed the need for the Secretary of Faculty Council to articulate clear procedures for accessing the tapes prior to moving on.

THE MOTION TO AMEND THE MAIN MOTION WAS DEFEATED (8 in favor, 8 opposed, 8 abstentions, Chair's vote - opposed).

C. A. Ross pointed out the danger of the tapes being accidentally erased or damaged prior to the preparation of the minutes.

IT WAS MOVED BY C. A. ROSS AND SECONDED BY M. KUSY THAT THE MOTION BE AMENDED TO STIPULATE THAT ACCESS TO THE TAPES BE RESTRICTED PRIOR TO THE DISTRIBUTION OF FACULTY COUNCIL MINUTES.

THE MOTION TO AMEND THE MAIN MOTION WAS CARRIED (22 in favor, 0 opposed, 3 abstentions).

J. Kelly stated that a practical description of how the tapes would be dealt with was essential.

THE MOTION AS AMENDED WAS CARRIED (19 in favor, 1 opposed).

2. Revisions to draft report of Faculty Research Centre Committee
Ref: CAFC-88-01A-04

C. A. Ross reported that he had received only one verbal report from the Management Department which indicated that the draft was too vague and attempted to do too many things.

IT WAS MOVED BY C. A. ROSS AND SECONDED BY Z. GIDENGIL THAT THE DRAFT REPORT OF THE FACULTY RESEARCH CENTRE COMMITTEE BE ACCEPTED BY FACULTY COUNCIL.

During the ensuing discussion, J. Kelly noted that the Department of Management had a number of difficulties with the document, specifically, a concern with resource implications related to the proceedings of the Senate Research Committee in that current Faculty research centres encompassed varied activities other than pure research; the costs involved with centres in terms of course remissions granted to faculty who are seconded or volunteer to participate in centre activity/ administration; the proposed merge of the CCMS activities with the Executive MBA program. The Chair agreed that there were costs incurred in replacing faculty members in their normal teaching role, however, he pointed out that while current centres served many purposes such as pure research, contract research, consulting, the Faculty was in the beginning phase of determining the mix, based on academic programming, that would most benefit the Faculty. He stated that costs were key criteria in establishing or embellishing a centre but noted that centres were only approved when they were considered to be of value to the Faculty. With regard to the report indicating a possible merge of CCMS activities and the EMBA program, the Chair advised that the line should be deleted.

J. Kelly reiterated his concern about the costs indicating that the centres, like the EMBA program, incurred costs to the Faculty. As a point of clarification, the Chair advised that the EMBA reimbursed the Faculty for coverage of all the courses not taught by faculty members participating in the EMBA program. The Chair pointed out that the EMBA model was not a centre model and again noted that the basic costs for the EMBA had been covered as agreed to between the Faculty and the Vice-Rector, Academic.

C. A. Ross, in addressing Dr. Kelly's concerns, stated that the model of research centre being discussed at the Senate Research Committee was substantially different from the Faculty models.

He explained that the Senate Research Committee was looking at FCR model centres whereby FCR may contribute to a particular research centre over a period of time then make an evaluation as to whether to continue or discontinue funding. He indicated that the Building Engineering Centre and the Psychology Centre were examples of the model. He noted that the Faculty centres did not follow this model as they were not currently funded from government sources. He advised that the committee had taken a position that there would be no restriction on the opening of centres but only centres that fit the University model would be approved by Senate. He pointed out that the possible consequences of not being an approved centre may be (a) not being included on the official listing of University Centres (b) future resource implications. Professor Ross again stated that he had not received submissions from the departments, as noted in the last Council minutes, and the verbal report from the Management department concerning scope and vagueness could not be incorporated in the report. He added that although he would prefer written submissions he would attempt to deal with feedback from department representatives at Council.

Professor Kelly stated that the amendment from the Management Department would be to incorporate provision for full academic and accounting reporting of centres. Professor Ross requested guidance from Council members on the amendment in that he had not received a written submission to that effect from the Chair of the department. The Chair advised that the issue of academic and accounting reporting would be dealt with under item VII, 4) of the Council agenda.

The Chair noted that the report should be amended to delete the reference of the proposed CCMS relationship with the EMBA.

THE MOTION AS AMENDED WAS CARRIED (22 in favor, 3 abstentions).

3. Task Force re building acquisition for Faculty of Commerce and Administration

The Chair advised that the task force will be composed of Professor L. Kryzanowski, Department of Finance, and H. Colas, Executive in Residence, Department of Management and agreed that after the two members had a chance to meet to determine the direction to take, the inclusion of another member could be considered. He advised that the task force would make a report in the future and confirmed that the student associations would have the opportunity for input prior to making final recommendations.

4. Steering Committee Report concerning the financial reporting of Centres to Faculty

The Chair stated that in addition to discussing Professor Kelly's request with the Faculty Council Steering Committee, he

had consulted with the Chairs and the Deans of the other Faculties in terms of precedence, responsibility and whether or not this type of activity was a Faculty Council issue. He reported that it was clear to all parties involved that financial reporting was not within the purview of Faculty Councils. To satisfy some aspects of the request, he stated that at the annual State of the Faculty Address, after the University budgets had been tabled at Senate and were public information, he would be prepared to give an aggregated report to the Faculty on Faculty centres.

VIII Reports from Standing Committees

1. Commerce Graduate Studies Committee

There was no report.

2. Commerce Undergraduate Curriculum Committee, CAFC-88-02A-02, CAFC-88-02A-02A, CAFC-88-02A-02B

With regard to the Minor in Transportation, R. O. Wills noted that there were no obvious costs involved with launching the program in that additional faculty would not be required and the enrolment would be limited to twenty-five students per year.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY D. AJMO THAT FACULTY COUNCIL ACCEPT THE CURRICULUM COMMITTEE RECOMMENDATIONS REGARDING THE APPROVAL OF THE MINOR IN TRANSPORTATION, CAFC-88-02A-02A.

R. J. Oppenheimer commented that the Management Department had not vetted the Management course offerings involved in the Minor. R. O. Wills replied that the department's representative, M. Carney, had approved the course on behalf of the department.

IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY J. KELLY THAT THE MOTION BE TABLED TO ALLOW TIME FOR THE MANAGEMENT DEPARTMENT TO VET THE MANAGEMENT COURSE OFFERINGS IN THE MINOR IN TRANSPORTATION.

THE MOTION TO TABLE WAS DEFEATED (3 in favor, 19 opposed, 3 abstentions)

THE MOTION WAS CARRIED (17 in favor, 1 opposed 1 abstention).

IT WAS MOVED BY R. O. WILLS AND SECONDED BY A. RAHMAN THAT FACULTY COUNCIL ACCEPT THE CURRICULUM COMMITTEE RECOMMENDATIONS REGARDING THE APPROVAL OF THE MINOR CHANGES IN COURSE DESCRIPTIONS SUBMITTED BY THE FINANCE DEPARTMENT, CAFC-88-02A-02B.

R. O. Wills explained that the Department of Finance found the current descriptions to be too vague particularly from the point

of view of giving course equivalencies for students transferring to other universities.

D. Acland questioned why Fina.314 had not been changed to Fina.214 to reflect the fact that it was a year one course offering. M. Kusy agreed that the course should be given the appropriate designation to avoid confusing the students. R. O. Wills advised that the course number could only be changed with the approval of the Finance Department.

IT WAS MOVED BY M. KUSY AND SECONDED BY D. ACLAND THAT THE MOTION BE ACCEPTED IN PRINCIPLE ON THE PROVISO THAT THE DEPARTMENT OF FINANCE BE GIVEN THE OPPORTUNITY TO DISCUSS AND REPORT BACK TO THE NEXT COUNCIL MEETING ON THE ISSUE OF CHANGING FINA.314 TO FINA.214.

THE MOTION TO AMEND WAS CARRIED.

THE MOTION AS AMENDED WAS CARRIED.

R. O. Wills advised that the Department of Accountancy had noted that students given exemption from Acco.213 subsequently experienced problems in Acco.218 and recommended that the percentage required for exemption be raised from 75% to 80%.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY A. RAHMAN THAT FACULTY COUNCIL ACCEPT THE CURRICULUM COMMITTEE RECOMMENDATION OF THE APPROVAL OF THE 80% REQUIREMENT IN EACH OF ACCO.410-101 AND ACCO.410-201 OR ACCO.410-110 AND ACCO.410-210 TAKEN AT THE CEGEP LEVEL IN ORDER TO GAIN EXEMPTION IN ACCO.213.

C. Potter questioned the jurisdiction of the Curriculum Committee with regard to prerequisite standards and suggested that the department had the required expertise in such matters. R. O. Wills explained that the Curriculum Committee dealt with all curriculum matters; the committee acted as a vehicle to bring the individual department recommendations through the appropriate University channels. R. J. Oppenheimer requested clarification of departmental jurisdiction in matters of curriculum change and exemption policies. R. O. Wills confirmed that the departments had complete jurisdiction on these issues and explained that the Curriculum Committee merely played a facilitative. In this case, he added, the revision required Council approval prior to being forwarded to Admissions for subsequent implementation.

THE MOTION WAS CARRIED (18 in favor, 1 abstention).

IX Reports from Faculty Representatives on University Committees

1. University Senate
M. Kusy reported that a decision on part-time faculty representation on Senate will be made at the next Senate meeting.

2. Arts and Science Faculty Council
On behalf of M. Anvari, J. Doukas reported that the Council approved a proposal to institute a minimum GPA standing on undergraduate students in line with the Faculties of Engineering and Commerce and Administration. He further reported that a motion to provide representation to part-time faculty on chair selection committees had been debated at length and defeated; a new motion will be prepared for the next Council meeting.

3. Academic Planning and Priorities Committee
There was no report.

4. Academic Programmes Committee
There was no report.

5. Senate Research Committee
There was no report.

6. Academic Services Committee
There was no report.

7. University Library Committee
There was no report.

8. Fellowships, Scholarships and Awards Sub-Committee
There was no report.

9. Sub-Committee on Academic Computer Policy
There was no report.

10. Senate Computer Resources Committee
There was no report.

11. Board of Governors
There was no report.

12. Board of Graduate Studies
There was no report.

X New Business

XI Other Business

1. Concordia Transportation Management Centre Annual Report to Faculty Council, CAFC-88-02A-03.

L. McGown highlighted the report in terms of future directions and encouraged faculty participation in the CTMC activities. Professor McGown advised that L. Boyle would assume the position of Acting Director, CTMC, for the 1988-89 academic year while he was on sabbatical.

In response to a question on the staffing of the Transportation Management courses, L. McGown pointed out that staffing was not within the purview of the CTMC but rather an administrative issue handled by the department Chairs.

Professor Kelly requested clarification on the procedures employed for research grants emanating from the CTMC in terms of who the recipients are, are the grants unrestricted, is travel included, what is the output of the recipients. C. Ross explained that the Faculty receives overhead monies because of grants obtained by the Centre from government granting agencies. The CTMC also contributes funds directly to the Faculty from the grants obtained; these monies are then distributed to faculty members who apply to the Ph.D. and Research Office for seed grants. He noted that the final decisions on seed grant allocations were not made by Dr. McGown but by the Faculty Research Committee after evaluating the research proposals submitted.

With regard to the Minor in Transportation Management, Professor Potter expressed his concern that Faculty centres would expand to offer academic programs and degrees without due process procedures. R. O. Wills explained that the Minor in Transportation Management was a Faculty program not a centre program, as was the International Business program, which due to the interdisciplinary nature of the programs, were not housed in a single department.

2. Motion concerning scheduling of Faculty Council meetings, CAFC-88-02-04

IT WAS MOVED BY J. DOUKAS AND SECONDED BY Z. GIDENGIL THAT STARTING WITH THE NEXT ACADEMIC YEAR, 1988-89, THE FACULTY COUNCIL MEMBERS WILL MEET FOUR TIMES PER YEAR, SPECIFICALLY, THE FIRST FRIDAY OF OCTOBER, DECEMBER, FEBRUARY AND APRIL.

J. Doukas explained that ordinarily six Council meetings were scheduled per academic year with at least one meeting being cancelled so that there would be little change to the current scheduling.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY I. DEVINE THAT THE MOTION BE AMENDED TO PROVIDE FLEXIBILITY FOR SCHEDULING OF EMERGENCY MEETINGS.

A lengthy debate followed. Opposition to the motion related to the perceived restriction of open communication, restriction of time for obtaining additional input on controversial issues, the loss to the sense of community provided by Council meetings, the loss of power of Council members and the reduction of the opportunity for students to input on Faculty issues. Support of the motion related to the perceived increase in the efficiency and quality of Council meetings. It was recommended that either the Faculty be polled or that Council proceed with a secret ballot vote on the issue. D. Ajmo objected to polling the Faculty as the students' voice on the issue would be negated.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY R. J. OPPENHEIMER THAT THE MOTION BE TABLED.

THE MOTION TO TABLE WAS DEFEATED (6 in favor, 7 opposed).

It was agreed that the motion be deferred until the next meeting of Council because there were not enough Council members present to form a quorum.

3. Nominees for Faculty of Commerce and Administration Awards of Distinction, CAFC-88-02A-05

IT WAS MOVED BY P. SEVIGNY AND SECONDED BY C. POTTER THAT FACULTY COUNCIL APPROVE THE LIST OF NOMINEES FOR THE 1988 FACULTY OF COMMERCE AND ADMINISTRATION AWARDS OF DISTINCTION, CAFC-88-02A-05.

In response to a question, Professor Sevigny explained the history of the nominations. It was noted and agreed that it would be appropriate in future years to have the nominees approved by Council prior to contacting the nominees regarding their acceptance of the nominations.

IT WAS MOVED BY Z. GIDENGIL AND SECONDED BY K. ARGHEYD THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

The meeting adjourned at 12:10.

The next meeting of Faculty Council will take place on Friday, March 25, 1988 in room GM503-48, SGW Campus.